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COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

The Changing Face of Defense Intelligence ○ Robert Gallucci Speaks on Nuclear Proliferation ○ Technology Helps Disabled Intelligence Officer Excel

Interview with DIA's Deputy Director for Human Intelligence

Implementing IMPROVED Defense HUMINT Capabilities

DIA Forum a Hit at FEW Conference ○

Olympic Gold Goes to JMITC Staff ○

Diversity Refresher Training Gets a Makeover ○

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Interview with DIA's Deputy Director for DH

Brig. Gen. Ennis Discusses his Goals and Priorities for Implementing Improved Defense HUMINT Capabilities

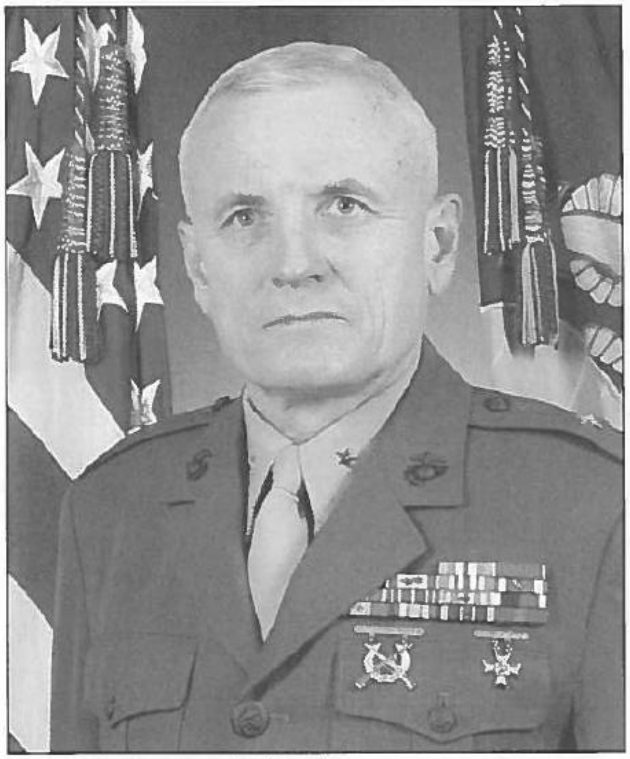
By Communiqué Staff, DXP

Marine Corps Brig. Gen. Michael E. Ennis joined DIA in January 2004 as the agency's deputy director for human intelligence. The Directorate for Human Intelligence (DH) conducts DoD human intelligence (HUMINT) operations worldwide in response to unified commands, DoD and national requirements. It observes and reports on military activities, advises chief of mission on military matters and provides forward-based collection support to military forces. Prior to his selection as DIA's deputy director for human intelligence, Brig. Gen. Ennis served as the director of Marine Corps Intelligence at Headquarters, U.S. Marine Corps, from August 2000 until January 2004, and as commander of the Joint Intelligence Center Pacific in Pearl Harbor, Hawaii, from July 1998 to July 2000.

The Communiqué editor spoke with Brig. Gen. Ennis about his goals and priorities for implementing improved defense HUMINT capabilities and activities that support overall defense transformational goals.

COMMUNIQUE: *Please tell our readers a little about yourself and how your previous positions have prepared you for your role here at DIA?*

BRIG. GEN. ENNIS: I began the early part of my Marine Corps career as an infantry officer before becoming a Russian foreign area officer (FAO) and ultimately an intelligence officer. After FAO training at the Defense Language Institute in Monterey, Calif., and then at the U.S. Army's Russian Institute in Garmisch, Germany, I had a number of FAO assignments including three years as a translator on the Washington-Moscow Hotline (MOLINK), and nearly four years as the naval liaison to the CINC Group of Soviet Forces Germany where we monitored Soviet military activity in occupied East Germany. During a military fellowship with the Center for Strategic and International Studies, I conducted a number of inspections under the Intermediate Range Nuclear Forces (INF) treaty with the Russians and spent three months monitoring the SS-25 portal in Votkinsk, Siberia. My last true FAO assignment was to serve as the assistant naval attaché in Moscow, Russia.


Marine Corps Brig. Gen. Michael E. Ennis

Admittedly, these are not your typical analytic-type intelligence assignments. All involved collection, languages, operations or a combination thereof. And that's exactly what the agency's Directorate for Human Intelligence is all about – languages, intelligence collection and operations. So I feel very much at home in DH with this kind of a background coming into the job.

COMMUNIQUE: *You have been with DIA 11 months now. What is your overall impression of the agency?*

BRIG. GEN. ENNIS: DIA is an organization that is blessed with tremendously talented and committed people. In the past, I believe that DIA has struggled with trying to identify its core mission areas and how it fits into the larger intelligence community. I think DIA Director Vice Adm. Jacoby has worked very hard to overcome this by clearly defining the agency's core mission areas and developing a strategic vision to ensure that the entire work force is aware of and understands who DIA is, what it does and how it fits into the larger community.

I also think DIA has suffered from the impression that it is too methodical and bureaucratic. Once again, the director and all of his deputies are committed to making

DIA a relevant and responsive organization. His guidance to make DIA a deployed and deployable organization is a key indicator of his commitment to that goal.

COMMUNIQUE: *How would describe your leadership principles?*

BRIG. GEN. ENNIS: I believe the best ideas come from the field. They come from people who are in the trenches every day trying to make things work. We need to disabuse ourselves of the notion that all good ideas – or the only good ideas – are those that come from inside the Beltway. To achieve that, we must create an environment that encourages innovation and creativity at the lowest levels; one that is free from the fear of failure. We must allow ourselves to accept failure as long as we learn from it – something we call "failing forward."

And coming right on the heels of that, we must accept a certain degree of risk. We live in a dangerous environment with a great deal of uncertainty. But we must learn to operate in that uncertainty, rather than waiting until everything is evident before taking action.

If a concept or plan is valid then we need more people willing to find ways to make it happen. A mediocre plan that gets there just-in-time is far better than a perfect plan that gets there too late. So, we want to make sure that we have something that conceptually we believe is the right thing to do, then execute it to get the job done.

Additionally, when you're in a leadership billet it is important to get the entire organization to recognize that there is a certain sense of urgency to everything that we do. We have DH employees living in very dangerous and volatile environments in Afghanistan, Iraq and the Balkans, and we here in D.C. are the ones supporting them. Yet, back here in the relative isolation and comfort of the office spaces that we have, it is difficult for us to remember what it is they go through on a daily basis. We must respond to their needs as though we were right next to them in the same environment. And so to ensure that sense of urgency is felt throughout the organization is extremely important.

COMMUNIQUE: *Many employees have expressed skepticism about the acceptance of risk concerning their analytical assessments. Particularly considering the release of the 9/11 Commission report, criticism of the intelligence community and intelligence reform. Can we adapt to an environment that is free from the fear of failure?*

BRIG. GEN. ENNIS: I realize it is a tough mindset to adjust to, but we're not doing our jobs unless we do exactly that. Is making the comfortable answer the right answer or is it a compromise? I would argue it is probably a compromise. Understandably, this is very difficult because people have a natural tendency to play it safe.

As leaders, we have to get out in front and recognize that you may end up being wrong, but you made the best assessment with what you knew at a given time. We will never again live in a world of perfect certainty. We must get to where retired Gen. Colin Powell describes as a 70 percent solution and accepting the risk of the other 30 percent. I push that all the time with my folks. We can't sit and wait until we have every answer. By that time, it may be too late.

COMMUNIQUE: *The DIA strategic plan discusses the renovation and transformation of defense HUMINT capabilities to fundamentally change HUMINT collection paradigms. What is happening in DH to respond to HUMINT transformation goals?*

BRIG. GEN. ENNIS: A lot! For years HUMINT has been what I call the neglected INT. To meet the requirements of the Cold War, the two primary intelligence disciplines we relied on were imagery intelligence and signals intelligence. What's changed is that we have gone from this conventional type of warfare to more of an asymmetric threat in the Global War on Terrorism (GWOT). The targets are not nearly as visible now and they do not use sophisticated communication devices. So, our commanders are now rediscovering the importance of HUMINT on the battlefield.

Unfortunately, the entire intelligence community is woefully undermanned in its HUMINT capabilities, simply because we haven't invested in it as much as we have in other intelligence disciplines. So our focus in DH has been to concentrate on expanding the size and quality of our collector base. This goes beyond just getting more people and more money. We want to have precisely targeted human intelligence that is responsive to fleeting targets of opportunity. This means expanding the number of places where we collect information, expanding our current training, developing new training to meet the emerging requirements, hiring and training a large cadre of quality linguists, creating career tracks for collectors with dedicated career managers and a number of other initiatives.

Additionally, all of the initiatives we have going on in DH right now are geared not just toward expanding HUMINT but making it more operationally relevant and responsive. The key things to remember about defense HUMINT transformation are operational relevance, responsiveness, knowing something about everything everywhere in the world and strong language capabilities. They all fit together, and that is the direction we are going in.

COMMUNIQUE: *How can other DIA components help you in achieving those objectives?*

BRIG. GEN. ENNIS: Collectors are skilled in the art of interrogation, debriefing and elicitation. It's what we train our people to do, but they are not necessarily skilled experts in the subject matter that they collect. In some cases, we have learned that by the time a subject-matter-expert can evaluate the material collected in the field, the source is no longer available for recontact or redirection.

We would like to take subject-matter-experts within the larger DIA, whether they have a hard science background or have regional expertise, and place them out into the field with our collectors. We believe this will more precisely guide our collectors and make them more efficient. More importantly, it will make us more responsive to those fleeting targets of opportunity that come up at the spur of the moment.

The same can be said for analysts. Within a particular subject, an analyst has a pretty good understanding of what we already know and what we don't know. When a collector is out there asking questions and comes up with information he or she doesn't fully understand, the analyst along side the collector can contribute to a more valuable collection effort.

So analysts and subject-matter-experts out in the field not only yield a more responsive and more relevant and focused collection effort, but they have a better appreciation of the environment, the capabilities and the limitations of our collectors. And when they return to their cubicles in the DIAC and begin putting out requirements, they can make those requirements much more precise so that the collector can react in a better way.

COMMUNIQUE: *What is the timeline for implementing your transformation goals?*

BRIG. GEN. ENNIS: In terms of people and money, strengthening the intelligence collection initiative covers a 5-year period from FY 2005 to FY 2009. So our timeline is to have the entire plan completed within that 5-year defense plan. Every year we have objectives we want to accomplish but it's a stepping-stone approach.

This is not something that can be done over night, nor can you create a collector over night. You need area expertise, you need the skill and experience and you need the language background. It is a very dangerous environment and we want to make sure that we do it right. We want to implement our plan as quickly as possible, but we will not compromise the quality simply to place people in such an environment.

COMMUNIQUE: *What do you feel are some significant contributions that DH has made during the past year to support the DIA mission and the warfighter?*

BRIG. GEN. ENNIS: DH has deployed more employees than any other department in DIA. Our collectors have been in the Balkans and in hostile fire zones. They have been deployed with joint task force commanders in Iraq and in Afghanistan to collect key intelligence that is critical to the counter-insurgency and counter-terrorism. And they have been deployed with the Iraq Survey Group (ISG) in search of weapons of mass destruction.

Having our collectors with the battlefield commanders has proven tremendously effective both in Afghanistan and Iraq. They provided intelligence to the commanders, who have been able to turn around the information and act upon it. In many cases, it's not a question of finding an individual but it's finding an individual who can provide more information that will lead to further actions. And by having that occur right on the battlefield very rapidly does not allow the enemy much time to react. This gives us the advantage.

Additionally, we have been working with the FBI and other intelligence community partners in support of homeland defense. We had a team in Greece all throughout the Olympics. We provided a good deal of support to the president's recent visit to Turkey for the NATO summit. We played a key role in supporting the capture of Saddam Hussein.

Our worldwide collection presence through the Defense Attaché System continues to report information in support of the director's goals to know the right something about everything all the time.

COMMUNIQUE: *What is the greatest challenge confronting the DH work force and how do you plan to meet that challenge?*

BRIG. GEN. ENNIS: The high operations tempo is our greatest challenge. We have a limited number of highly skilled collectors, yet we have a growing number of requirements for these individuals in the Horn of Africa, Iraq, Afghanistan, the Balkans, the Philippines and in a number of other areas as well. The operative word in GWOT is GLOBAL!

We currently deploy our people at the rate of one 6-month tour every 11 months.

And, we have people who have been out on two, three and some going on their fourth deployment. They love their work, but it's taking a toll. We need to find a way to reduce the OPSTEMPO for these great patriots and warriors who are volunteering to go back. I'm trying to find a way that can either reduce the requirements or increase the number of collectors to meet this challenge.

Additionally, we are hiring many new people into the work force. My second biggest challenge is to be able to tell new employees when they walk in the door exactly what they will be doing during their first three years with us. That is, tell them the kind of training they will receive, the kind of work they will be doing, for how long and when, where they will be expected to work from, etc. I think we owe it to these employees to lay it out for them.

We are developing mentoring programs, we are developing entry-level training programs and we are developing ways to get them assimilated into the work force. We want them to feel good about themselves and we want them to feel that they are contributing from day one. We want to keep them motivated. We want to keep them informed. That's a big challenge.

COMMUNIQUE: *Generally speaking, how much time is required for collectors to become highly skilled?*

BRIG. GEN. ENNIS: During the employee's first three years, we want to send them to their first duty station, be it to one of our detachments, operating bases or anywhere overseas. Then we'll bring them back here for their introduction to DIA training and to one of the three collector courses – as a debriefer, an interrogator or as a skilled elicitor.

But we have to make sure they have the confidence with their capabilities. So, I would say that within the first 18- to 24-months we have a pretty well-trained individual. Certainly they should be able to deploy within their first 3-year assignment.

COMMUNIQUE: *Given DIA's role as a combat support agency to deploy personnel worldwide, do you feel you have enough people to support deployments, considering that the high OPSTEMPO is your single greatest challenge?*

BRIG. GEN. ENNIS: That is one area where DIA has really shone! We have a great support network for our people in the field, and that was largely responsible for the initial success in establishing the ISG. It wasn't completely right all the time but we learned a great deal from that, and we have improved our operational support to our deployed forces.

Our people at the Joint Field Support Center in Hanover, Md., are absolute professionals and very dedicated to supporting our deployed personnel. I think Vice Adm. Jacoby is looking at the model here in DH and wants to apply that agency wide to make DIA a deployed and deployable agency – not just DH.

COMMUNIQUE: *Please discuss your strategy behind the Defense Attaché System realignment plan.*

BRIG. GEN. ENNIS: The strategy is to adjust not just the size and the locations of our Defense Attaché System, but also its composition and focus to meet the changed threat environment. In terms of a threat environment, I think the world has changed in three ways: we have gone from a confrontational basis in many areas of the world to one of cooperative engagement. So instead of counting each other's tanks and airplanes, we are now trying to find out how we might assist another country or what we can do in terms of furthering our bilateral relationships. You need to look no further than the Soviet Union and the former Warsaw Pact. Look at how the relationship has changed, not just between the United States and the former Soviet Union but between the United States and all the satellite countries – the Czech Republic, Slovakia, Romania – they are now a part of NATO if not the European Union.

We have also shifted from a conventional type of threat to an asymmetric threat. And lastly we have gone from issues that are largely regional to issues that are transnational like counter-proliferation, counter-terrorism and cyber warfare. We must ensure our Defense Attaché System is properly sized, composed and positioned to meet the requirements and challenges of this new paradigm.

The Defense Attaché System realignment plan is currently in its final review and I expect the Secretary of Defense to make a decision on it any day now. I am confident this plan will meet the expectations I outlined above.

COMMUNIQUE: *Is there anything else you would like to add?*

BRIG. GEN. ENNIS: I am so proud of the people who continue to volunteer to return to Iraq and Afghanistan, despite all the terrible things they read about every day that happens there. In my 32 years of military service, I have never seen a more dedicated group of people who, in the face of adversity, hostility and violence, understand exactly what their role is and what they need to do. It's absolutely heart warming to see our folks leaving this building each week deploying. They are great patriots and warriors and my hat goes off to them. It is my hope that everyone in this agency understand the commitment and sacrifices these fine men and woman are making.

Civilian and Military Personnel Update

PEOPLE ON THE MOVE

Retirements, Anniversaries, Promotions and School Graduations in September and October 2004

By Office for Human Resources, DAH

Civilian Retirements

Margaret A. Barwatt, FE
Phyllis J. Bradbury, DI
Mattie O. Brown, FE
Wilfred A. Covington, FE
Linda P. Doyle, DI
Peter E. Fox, DI
Ronald V. Gaines, DI
Richard H. Gilman, DI
Robert C. Guenther, DI
Douglas W. Hottel, DH
Barbara J. Jones, DT
Edgar W. Joshlyn, DS
Robert L. Lookabill, DI
James T. McCandless, DI
Charles T. Spears, DI
Keith A. Wanamaker, DH

Employee Celebrating 40 Years Federal Service

Linwood C. Brown, DA
Charles S. Bullamore, FE

Employees Celebrating 35 Years Federal Service

Drexel M. Agee, DT
Helen G. Avery, DT
Kenneth J. Gerstner, DI
Mary E. Moore, DA
Stephen P. Rowe, DI
George H. Stevens, DI
David E. Windmiller, J2

Employees Celebrating 30 Years Federal Service

Gennaro Cibelli, DI
Maelene J. Corum, DI
William A. Dukstein, DX
William B. Huntington, DH
Terri G. Kleinschmidt, DS
Diane D. McDuffie, DI
Kimberly B. Newton, DS
Jan C. Philippsen, DS
Julian L. Pollack, DI
John W. Porter, DI
John K. Rowland, MC
Richard L. Sanders, DH
Robert D. Street, DI
Robert C. Witten, J2
Evelyn M. Zupko, DS

Employees Celebrating 25 Years Federal Service

Edwin Berruz, DI
Ossie W. Brady, DI
Betsy J. Bree, DI
Michael F. Consoli, DS
Jack W. Cunningham, DI
Edmund K. Daley III, DA
David C. Devlin, DS
Malinda L. Henley, DS
Nancy E. Jemiola, MC
Donna L. Jones, DT
Steven A. Karlow, J2
Terri D. Levarity, DS
Paul L. Malamisura, J2
Herbert D. Marshall, FE
Julie A. Miller, DH
John W. Montgomery, J2
Bertha L. Proctor, FE
Stephen A. Smith, DI
Kathryn A. Stern, DI
Joseph D. Timm, DI
Tony M. Tomlinson, DI

Employees Celebrating 20 Years Federal Service

Robert F. Blunt Jr., DI
Patrick J. Bond, DI
Donald J. Bresnahan, DH
Raymond C. Compton, DT
Robin R. Dahlgren, DI
Daniel W. Danik, DI
Cynthia L. Davidson, DT
Sandra D. Dixon, MC
Stephen R. Donahue, DA
Susan R. Geldmacher, DH
Albert J. Glassman, DI
Jacques T. Grimes, DH
Chris R. Gunter, DI
Shirley L. Hackworth, FE
Iqbal Junaid, MC
Joseph D. Lloyd, DH
Roger D. Merletti, J2
Dorotea Q. Oakley, DI
Andrew C. Roberts, DI
Christine E. Taylor, AE
Alice J. Thompson, DI
Paul G. Watson, DS
Rita M. Watson, J2
Michael A. Yuhas, DT

Employees Celebrating 15 Years Federal Service

Delores S. Austin, DI
Daniel V. Becker, DI
Daniel C. Carson, DS
Virginia H. Cwalina, FE
John H. Dailey, DS
Celia C. Durall, DI
Wayne D. Hill, DI
Robert A. Kirkland, DI
Theodore D. Kunszt, J2
Howard F. MacDonald, DA
Virginia B. Major, DI
Robert D. Shepherd, DS
Clyde G. Tucker, J2
Tiffany C. Walls, DH
Mary L. Walsh, DT
Denise D. Williamson, DI

Employees Celebrating 10 Years Federal Service

John W. Blue, DS
Eileen E. Bradford, GC
Broox H. Czarnecki, DT
Meghan M. McHugh, IG
Joy M. Miller, DI
Tessa Muehllehner, FE
Dennis W. Pacifico, DA
Dolly C. Regis, DH
Free Robinson, J2
Bradley J. Salzman, FE
Owen L. Sirrs, DI

Jennifer C. Stanton, DA
James C. Yim, DS

DIA Promotions to GG-15

Judith P. Antonitis, DA
Kecia R. Arnold, DI
William A. Boyd, DI
Carol L. Breitkopf, DH
Michael F. Consoli, DS
Catherine A. Dudley, DT
Peter S. Fuhrer, DI
Thomas A. Hall, DX
Mary M. Hokanson, DH
William R. Hunt, DI
Ray J. Kendall, DH
Paul F. Langley, DT
Mark W. Lee, J2
Kenneth E. Lucas, FE
Paul E. Mastrangelo, J2
Michael W. Mumford, DI
Margaret A. Peters, DA
Victoria J. Prescott, DX
Gunnar J. Radel, DT
Melissa F. Schall, DI
Renee M. Singleton, DS
Owen L. Sirrs, DI
James M. Sullivan, DI
Joseph D. Timm, DI
Wesley L. Wills, DT

DIA Promotions to GG-14

Deidra L. Allen, DI
John R. Arpin, DI
Christopher F. Bannon, DI
William M. Barber, DI
Grace L. Berman, J2
Joy G. Bernardo, DI
Jon J. Brogdale, DI
Derrick N. Brown, DS
Robert L. Brown, DI
John H. Brundage, DH
Tammera C. Countryman, DT
Joseph T. Coyne, DH
Bryan D. Craft, DI
Jennifer L. Davis, DI
Karen L. Dibella, DI
Aaron C. Dunham, DT
Daniel A. Fournie, DI
Pamela J. Geraci, DI
Jennifer R. Gerstman, DH
Lowell H. Hancock, DS
Christopher L. Johnson, J2
Lynard T. Johnson, DI
Brian S. Kinsey, DA
James D. Leak, DI
Patricia A. Lezzer, DH
Gerald W. McClellan, DI
Patrick H. Morgan, DH
Robert J. Nisbet, DI
Thomas M. Pirog, DI
Cynthia H. Riquelme, TE
Thomas G. Ryan Jr., DI
Brian C. Sample, DI
Wayne R. Scheller, DA
Gregory L. Seward, DI
Anita S. Sharma, DT
Ronald C. Siebert, DI
Shanita L. Sims, FE
Don A. Slaymaker, DI
Russell J. Spaulding, FE
Jeffrey R. Vales, DI
Carl Vandyke, J2
Donna M. Welch, DS
Stephen A. Williams, DI
Randall L. Wood, FE
Deborah A. Younge, DI

DIA Promotions to GG-13

Sharon N. Ali, DA
Dexter R. Bellber, DT
Neal L. Blessinger, DI
Mitra J. Brewer, DI
Monica H. Brown, FE
Tina V. Brown, J2
Charles J. Burgess, J2
Melissa A. Carey, FE
Andreia Clay, DI
Joah N. Devenny, DS
John T. Dillaplain, DI
Craig A. Dudley, DI
Kevin S. Feagin, DI
Jeffrey E. Fredricks, DI
Tonia B. Garretson, J2
Gary K. Ho, DI
Gregory G. Koepke, J2
Baylen K. Looney, DI
Sean W. Miles, DS
Maria C. Moore, DA
Eric P. Olsen, DI
Mary A. Pickenstein, DH
Christopher D. Pradier Sr., DS
Michael A. Rahimian, DI
Daniel S. Rosenhoch, J2
Kenneth W. Schleicher, DI
Larry J. Stewart, DI
Schira D. Tate, DI
Tony R. Taylor, DH
Terri L. Walker, DI

DIA Promotions to GG-12

Enyinna O. Anthony, DA
Janae Atencio, DA
Kelly A. Batts, J2
Tewodrose A. Berke, DI
Amy W. Casteel, DH
Jean-Paul L. Chaine, DI
Gabrielle E. Chodes, DI
Eric L. Demirjian, DI
Kevin S. Feagin, DI
Jose F. Garcia, DI
John F. Gates, DI
Anthony E. Gerardi, J2
Steven C. Hatfield, DH
Serena L. Hoffman, J2
Michael A. Kosior, DS
Kim R. Lot, J2
Joni M. Poch, DI
John A, Pontecorvo, DI
Michael E. Preston, DH
Flynn A. Rapavi, DI
Holly V. Reese, DS
Emmary Rodriguez-Valles, DI
Britt A. Rutland, DI
Zachary R. Schneidt, J2
James T. Smith III, DI
Katherine E. Swanson, OG
Mary J. Vergara, DI
Jason C. Wall, DT
David C. Wills, J2

DIA Promotions to GG-11

Nathan K. Adderson, DI
Jayme E. Cartwright, DI
Vickie L. Destefano, DS
Cynthia M. Epler, DI
Barbara L. Kellum, DH
Betty Y. Kim, DI
Jesse D. Lambert, J2
Brian S. L'Italien Jr., DI
Wanda Y. Miles, DH
Anne Moulakis, J2
Frederick J. Pouring, J2
John M. Reeves, DI
Danica A. Roark, DI
Teresa L. Robinson, DS
Nora C. Scaccia, DI
Darin C. Schow, DI

Loren R. Wallen, J2
Denise D. Williamson, DI

DIA Promotions to GG-10

Christopher T. Berry, J2
Emily K. Binder, J2
Bernetha L. Booker, DI
Unyoung C. Cho, DI
Gretchen Christianson, DI
Karen L. Danner, DS
Deborah L. Edmundson, TE
Robert G. Egbert, DI
Carlene Evans, DA
Marissa O. Fenech, DI
Crystal L. Fox, DX
Carrie M. Gibbs, DI
Monica T. Gomez, DI
Mercedes D. Griffin, DI
Debra L. Hall, DS
Deirdre Y. Harrison, FE
Deborah Y. Hwang, J2
Ellen E. Jackson, TE
Matthew J. Kelhart, DI
Cortney L. Konner, DT
Kim A. Lance, DH
Andrew H. Magoun, DI
Sarah C. Marks, DI
Deborah A. McBride, DA
Amanda K. Mulcahey, DI
Gi T. Nguyen, DS
Kathleen L. Sanders, DS
Tracy R. Slone, DI
Alberta J. Souza, DS
Charlotte L. Timberlake, DS
Amber C. Tussing, J2
Jerry D. Whittaker, DI
Laura S. Wittig, DA
Ari J. Zakem, J2

DIA Promotions to GG-09

Daniel A. Alexander, DA
Rebecca Ardary, DI
Sophia T. Ayala, DI
Jenna E. Barr, DI
Gabriella Broder, J2
Charles C. Bunting, DA
Sean P. Carlson, J2
Noelle J. Davis, DS
Amanda L. DeMotte, DI
Kristen A. Deschermeier, DI
Alisha O. Dixon, DI
Allison E. Eichner, DI
Lourdes Elman, DH
Megan E. Endres, DI
Amber K. Griffin, DS
Brandy P. Guidry, DI
Shoshanah Z. Haberman, DA
Nathan L. Hanks, DI
Lohntraya S. Irving, DA
Wanda J. Jackson, DI
Linda M. Kalister, DI
Amanda R. Karlin, DI
Amanda J. Kruvand, DI
Gerald L. Long, DI
Scott N. Lunin, DI
Casey L. Mattox, DA
Wilbert R. Morgan, DA
Dennis W. Pacifico, DA
Varsha M. Railan, DT
Lindsay E. Sabal, J2
Julia A. Small, DI
Dorothy D. Street, DI
Alan D. Stone, DI
Darcy L. Taylor, DI
Cindy Vazquez, DI
Jennifer M. Vogel, DI
Heather J. Williams, DI

DIA Promotions to GG-08

Stephanie Y. Baggage, DS
Jason A. Barrett, DI
Amanda L. Bowman, ID
William P. DeMaida, DI
Jennifer M. Dewaele, DT
Maziar N. Gahvari, DI
Linda L. Keel, DI
Nicholas Matyaszek, DA
Kristine A. Saunders, J2
Krisanne C. Schawl, DS
Carolyn G. Wilkinson, DI
Erin E. Wilson, DI
Stacie Young, DI

DIA Promotions to GG-03

Meredith M. Wilson, DA

Army Promotions

Spc. Terrance C. Mitchell, DS
Lt. Col. Michael Perezrivera, DS
Lt. Col. Robin N. Phillips, J2
Lt. Col. Joseph W. Rank, DI
Master Sgt. Peter B. Shwaiko, DI
Sgt. 1st Class James F. Thompson, DS
Sgt. 1st Class Monica Y. Wilson, DS

Navy Promotions

Lt. Cmdr. William D. McCormick, J2
Lt. Amy L. Sanderson, DH

Air Force Promotions

Chief Master Sgt. Kyle J. Bauman, DH
Tech Sgt. Nancy K. Bell, DS
Lt. Col. Christopher Beoddy, DH
Master Sgt. Terry D. Burton, DH
Master Sgt. Robert A. Downing, DA
Master Sgt. Susan D. Mendenhall, DH
Capt. John P. Myers, DH
Capt. Steven R. Obannan, DS
Lt. Col. Che V. Russell, MC
Lt. Col. Jeffrey A. Satterfield, DT
Senior Master Sgt. Dickson P. Schmoyer, DA
Col. Robert Scott, DH
Maj. Brett S. Seiling, DH
Capt. John G. Thorne, MC
Tech. Sgt. James L. Tyler, DA
Capt. Todd J. Wilson, MC

Marine Corps Promotions

Staff Sgt. Brian P. Demello, MC

Air Force Noncommissioned Officer Academy Graduates

Tech. Sgt. Barry T. Bergschneider, DH
Tech. Sgt. Jeffrey A. Melton, DH*
Tech. Sgt. Andrew S. Morgan, DT
Tech. Sgt. Timothy W. Neff, J2
Tech. Sgt. Joseph B. Potier,
Tech. Sgt. Jeffrey S. Revock, DH
Tech. Sgt. Tremayne R. Ryant, DT
Tech. Sgt. Thomas E. Sawyer, DS
Tech. Sgt. Damon B. Voros, DH

* Received the John L. Levitow Award (highest honor award bestowed to an enlisted Professional Military Education graduate) for placing 1st out of 115 graduates. **Congratulations!**

Marine Corps Staff Advance Course Graduate

Gunnery Sgt. Ligerald E. Jones, DA

DIA Welcomes New Hires

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in September and October 2004

By Office for Human Resources, DAH

Civilian Hires

Lisa Abbatiello, J2
Kathleen M. Acklin, DI
Eileen E. Acosta, DH
Dean J. Adkins, J2
Rosario Aguayo, DH
Alexander L. Alum, DA
Tammy K. Andrews, DI
Melissa A. Auth, FE
Bryan L. Bates, TE
Terry E. Bathen, GC
Christie L. Batten, DT
Dana M. Black, DX
Andrew T. Binstock, GC
Maryann J. Bolcar, DS
Gary A. Bomar, TE
Anola Boutah, DI
Angela L. Bowe, DH
Stacey A. Boyce, DA
Tona B. Braxton, DA
Thomas C. Brown Jr., DT
Kathleen C. Butler, FE
Francis W. Callahan, DA
Victor D. Camp, DH
Leo H. Cole Jr., DA
Raymond M. Colston, DI
Zachary L. Constantino, DI
Vicki L. Cousino, DI
John W. Crocker, DA
Andrea D. Davidson, DI
Lisa M. Davis, AE
Richard S. DeLauter, DD
Lynn A. Dempsey, DH
Charlotte S. Doelle, DH
Melissa A. Drisko, DI
Louis J. Duet Jr., DH
Christopher M. Dufresne, DT
Sheireen Dunlap, J2
Tiffany L. Eppelheimer, DI
Michelle S. Fitzgerald, DT
Wendy M. Fleming, DH
Robert T. Forte, DH
Mark A. Fryman, DH
Christopher M. Grant, DI
Valerie D. Green, DH
Dale A. Hamilton, DS
Jodi L. Hartel-Oarr, J2
Emily A. Hiatt, DI
Andrew C. Highfill, DT
Lorenzo S. Hiponia, MC
Amy E. Hipschen, MD
Brandon E. Hollonbeck, J2
Gail A. Hooks, DH
Pamela A. Hoss, DT
Eric P. Hudson, DT
Carmen R. Jimenez, DI
Daniel E. Johnson, DH
Deborah A. Johnston, DT
Ramin Koch, DS
Marina D. Kruppa, DI
Michael J. Lapsevic, DI
Patrick J. Lee, DI
Patsy S. Lewis, FE
John L. Lombardi, J2
Mark D. Macauley, DI
Tina M. Main, DT
Fiza Malik, J2
Halah K. Masoud, DH
Michael J. Matthews, DH
Heidi C. McIntire, J2
Ryan G. McMillan, DH
Vitaliy V. Mikhaylov, DT
Kemper V. Mills, DA
Melodie N. Moore, J2
Marleen M. Moya, DH
Jerry L. Mraz, DD
LaAnna S. Mraz, DS
Sally C. Murray, TE
David F. Nadasi, J2
Rose M. Nelson, DT
David G. Ott, DX
Lara K. Panis, DA
Richard D. Pastora, DH
Kenneth R. Platek, DS
Leroy A. Pittman, DH
Christopher J. Pommerer, DT
Donesha B. Powell, DT
Trina D. Randall, DA
Jay K. Rangan, DI
Jorge L. Rijos, DI
Stacy Schafer, DI
Jerry D. Sharp, OG
Charles L. Shoemaker, J2
Kristin M. Siegfried, DH
Brenda D. Smith, AE
Gloria A. Smith, DH
Charles B. Spring, DH
Erik H. Stanton, DA
Dale W. Stone, DH
Samuel K. Stouffer, J2
Jay M. Strohm, DI
Edgar P. Tam, DA
Octavious L. Tookes Jr., FE
Felix J. Trinidad, DI
Connie M. Trujillo, DT
Senia M. Tucker, DA
James R. Unverzagt III, DI
Anant Venu, DT
Christopher G. Vuxton, AE
Tyrone Wallace, DT
Blanche A Ward, J2
Karen L. Watjen, DA
Carrie M. Watson, DH
Dikesha L. Williams, DS
James C. Wright, J2
Jennifer L. Young, J2
John T. Young, J2

Active Duty Hires

Army

Sgt. Naomi L. Barcinas, J2
Lt. Col. Kurt A. Christensen, J2
Sgt. Timothy D. Mortensen, DI
Maj. Terrence L Murrill, DI
Chief Warrant Officer Daniel Negroni, CE
Capt. Lance A. Okamura, J2
Maj. Gregory Polizzi, DI
Maj. Clifton Prat, J2
Col. Martin R. Rollinson, DO
Lt. Col. Glorn I. Sine,
Sgt. Benjamin E. Weaver, DI
Chief Warrant Officer Ronald E. Williams, DO
Lt. Col. William H. Woods, DH

Navy

Lt. Cmdr. Charles A. Pratt, J2
Petty Officer 2nd Class Walter Ruiz, DS
Lt. Cmdr. David Schneeberger, J2
Cmdr. Steven W. Warren, J2
Lt. William H. Winkler, DI

Air Force

Tech Sgt. Douglas E. Bradshaw, DH
Master Sgt. Clara R. Brinkmeier, DA
Tech Sgt. Raymonte L. Britt, DO
Senior Master Sgt. Kenneth B. Cottingham, DA
Lt. Col. David A. Courchene, DI
Maj. Reyna Cox, DS
Tech Sgt. Sherry L. Davis, DH
Master Sgt. Bryan K. Doyle, DT
Staff Sgt. Claire J. Dunn, DH
Maj. Giovanni A. Lynch, J2
Capt. Perry R. Meixsel, DT
Maj. Constance M. Meskill, J2
Lt. Col. David A. Miller, DS
Maj. Louis E. Mingo Jr., J2
Lt. Col. Tracy J. Nash, J2
Tech. Sgt. Gregory S. Newkirk, DS
Maj. Patricia S. Parris, DA
Tech Sgt. Scott Patey, DH
Capt. Dinah L. Ross, DH
Maj. Scott C. Simon, J2
Master Sgt. Bradley S. Spilinek, DA

Marine Corps

Capt. Matthew E. Collins, DI
Capt. Toby J. Collins, DI
Capt. Mary H. Fast, DT
Gunnery Sgt. Joseph H. Gnau, DI
Lt. Col. Steven M. Hanson, DT
Staff Sgt. Gary M. Homsby, DI

The Changing Face of Defense Intelligence

Alvin and Heidi Toffler Held a Q&A With the DIA Workforce about America's Future Threats

By Sarah E. Mazur, DX

The internationally known forecasters and futurists, Alvin and Heidi Toffler, held an informative seminar for DIA employees on Sept. 30 to generate new ideas and perspectives about America's future threats.

Alvin Toffler began the discussion by clarifying the wave concept in relation to historical developments and future predictions. The first wave, referred to as the Agrarian Society, are families who recognized they could settle in one place and support themselves through crop development and learned skills.

The second wave, referred to as the Industrial Revolution, occurred when tools became more user-friendly and the combination of power and tools created more productivity. The Industrial Revolution led to homogeneity, mass media, mass production and mass marketing. By 1956, the Industrial Revolution had hit its peak with the significant amount of white collar workers vs. blue collar workers, the rise of jet travel, the universalization of television, birth control and the first major wave of government employees leaving for private sector work. These factors created a new kind of economic system and global power.

Our country is now in the third wave, known as the Information Revolution. While the Industrial Revolution was mass everything, the Information Revolution has veered away from mass media, mass production and mass marketing approaches. Our society is being broken down into temporary pieces due to the speed of constant change, yet our energy system is lagging behind and is still within the second wave, which creates conflict.

The Tofflers stressed that the U.S. is dealing with entities that are not nation-states; the U.S. is confronted with groups of people who have religious ideologies they wish to spread around the world.

The Tofflers emphasized that not every country lives within the same wave, and conflict arises as a result. For example, Al Qaeda is pre-Agrarian; their culture is based on a nomadic and tribal way of life and they are self-governing. Even though Al Qaeda is pre-first wave, Alvin Toffler pointed out that they are still a knowledge-based organization. Al Qaeda receives their information and information warfare from the Koran. With all these factors, the United States is not in the mindset of their enemies and therefore not taking advantage of information warfare, which could counter their threat.

When referring to foreign policy trends, Alvin and Heidi Toffler predict that 50-year alliances will soon come to an end, and that coalitions of the willing will take their place. Multilevel coalitions will occur and countries will join in various efforts at different degrees of support. Due to the pace of change, everything will be temporary, even coalitions. The Tofflers predict jihadists will ally with non-religious terrorists, for example Chechnya, because Al Qaeda is their last gasp. The Arab world has tried parallelism, socialism, nationalism and, now, fundamentalism as a means of power and control.

Alvin and Heidi Toffler join Vice Adm. L. E. Jacoby after their address to the DIA work force.

In closing, the Tofflers gave DIA advice on successful synthesis, bringing different parts of an organization into a coherent whole. Organizations must do away with disciplinary, hierarchal and structural barriers and employees need to reach out beyond their specialization. The Tofflers also believe organizations must become better at breaking down information and learn how to put the information back together in different ways. The Tofflers support rotation within an agency, because it brings employees out of their specialized, narrow views. Rotations also bring more creativity, freshness and diversity into the thinking of an organization.

Both Heidi and Alvin Toffler applauded DIA for their service and commitment to our National Security.

The Tofflers are recognized for their analysis of future trends in numerous works, to include: "Future Shock," "The Third Wave," "Powershift," "War and Anti-War" and, most recently, "Creating a New Civilization."

Diversity Refresher Training Gets a Makeover

DEO-21 Refresher Class Incorporates New Topics and Consolidates Requirements

By Susan M. Sternad-Basel, MD

The Diversity Management and Equal Opportunity Office (MD) is pleased to announce an improved diversity refresher training course for agency employees. Beginning in fiscal year 2005, the DEO-21 refresher class now includes new topics and streamlines mandatory requirements into the annual training course.

All DIA employees are required to take a three-day Diversity and Equal Opportunity in the 21st Century (DEO-21) class during their first year of employment. Each subsequent year, employees must attend a four-hour DEO-21 refresher training to reinforce awareness of diversity and equal opportunity in the work place. In the past, the refresher presented similar information with regulatory updates year after year.

The diversity refresher course is still a four-hour session, but now incorporates training on two important new topics: reasonable accommodation and the prevention of sexual harassment. MD previously offered these topics as separate, required courses. The change will streamline training requirements while updating the training with fresh, relevant information. The incorporation of these topics will reduce the number of hours that staff are required to spend in training – and out of their work areas. In addition, some areas of learning, such as the Leadership Diamond and Polarity Mapping, will be omitted from the new refresher class.

The revised course is one way that DIA is addressing issues and concerns voiced by the work force. Some of the revised training objectives address management issues that have surfaced through various surveys of DIA personnel. For example, the need to recognize and reward employee performance was cited as an area of concern by staff attending the DIA forum at the Federally Employed Women's conference. Respondents of the recent Cultural Audit mentioned effective conflict management and the creation of a positive work environment as important issues.

To sign up for the refresher class, visit the eZHR homepage to search the training course catalog with the keyword "diversity." MD welcomes your feedback and questions concerning the revised course. For further information, call 202-231-8178. To view the MD staff directory, visit http://www.dia.ic.gov/admin/md/staff.html.

DO I NEED DIVERSITY TRAINING?

The DEO-21 program is mandatory for all agency personnel, military and civilian. It's offered throughout the year as two elements: an initial three-day training program and a four-hour refresher session. All personnel who attended EO-100, the predecessor to DEO-21, are required to attend the refresher training annually. Those who did not attend EO-100 must complete the three-day DEO-21 course. Thereafter, all personnel are required to complete the refresher training annually. DIA employees stationed in areas that do not offer the training on-site receive training via CD-ROM.

Robert Gallucci Speaks on Nuclear Proliferation

The Dean of Georgetown University's School of Foreign Service Addresses the Work Force

By Michael J. Lynch, DI

The Honorable Dr. Robert Gallucci addressed a packed Tighe auditorium on the threat of nuclear proliferation on Oct. 6. The current state of U.S. national security, he said, is one of incredible irony. While the United States is economically and militarily the most powerful state the world has ever known, it remains uniquely vulnerable – more so than at any time since the British burned Washington in 1814.

Gallucci said that from its inception until World War II, the United States maintained a posture of defense by denial, in which two vast oceans, a capable navy and non-threatening neighbors insulated us from foreign attack. After World War II and the advent of long-range bombers, intercontinental ballistic missiles (ICBMs) and nuclear weapons, Washington adopted a posture of defense by deterrence.

In today's post-Cold War environment, Gallucci believes, the United States is trying to move back to defense by denial in line with current thinking that deterrence has limited value against countries like North Korea. Gallucci reasons that the biggest threat facing the United States is not a missile attack by North Korea, but a terrorist with a nuclear weapon in a Ryder truck. He also points out that no passive defense can protect against such a threat.

Gallucci believes our unique vulnerability stems from the fact that America's traditional methods of defense are ineffective against the terrorists who now oppose us. Defense by deterrence is ineffective since terrorists value our deaths more than their lives, and defense by denial is ineffective because the United States currently cannot deny terrorists access to fissile material or nuclear weapons. This raises the question of how terrorists could obtain either, and Gallucci described three ways: leakage, passive transfer and active transfer.

In the former Soviet Union, and Russia in particular, leakage is the greatest concern. The fear, Gallucci said, is not that an authorized transfer will take place, but rather that people like those whom Chechen terrorists recently bribed on the first day of school may be bribed to provide terrorists with fissile material or a tactical nuclear weapon.

Passive transfer causes the most anxiety in Pakistan. Again, an authorized transfer is not likely, but many senior Pakistani scientists and military officials are sympathetic to al Qaeda. This means that, unlike the situation in Russia, corruption is not necessary for a spread to occur.

Dr. Robert Gallucci is a counter-proliferation expert. He served as lead ambassador on the 1994 Agreed Framework with North Korea and is a former UNSCOM deputy executive chairman. He is presently the dean of Georgetown University's School of Foreign Service.

An active, or authorized, transfer is the greatest concern in the cases of North Korea and Iran. Gallucci noted that North Korea directly threatened the United States with transferring fissile material in Beijing 18 months ago, and that Iran transfers more conventional weapons to terrorists than any other country.

So what can the United States do? Gallucci offers two options. With respect to North Korea and Iran, he believes that the United States must work backward from the assumption that under no circumstances can it allow either country to acquire substantial amounts of fissile material. If negotiations fail, he would favor what he terms a "preventive war" to halt either country's nuclear program.

For Russia and Pakistan, securing all fissile material and nuclear weapons requires full cooperation from both governments. "And we don't have it," Gallucci said. He contends that acquiring this cooperation is so important that all other issues, including human rights and democratic reform, should be "off the table" until it is achieved.

He also believes the United States needs to communicate that if a nuclear detonation occurs on U.S. or allied soil, and if we can determine the fissile material's country of origin, then the United States will hold that country directly responsible for the attack. "I know Russia has nuclear weapons," Gallucci said, but the stakes are high enough to warrant such an aggressive posture. He believes that, if we do not act, a nuclear detonation inside the United States is inevitable within the next decade.

Gallucci's final thought: Imagine we lost not one city to a nuclear attack, but two. This could fundamentally change the international structure and cause America to lose its position as the dominant world power.

DS Summer Intern Program

Summer Interns Gained Valuable Work Experience while Working Important DS Activities

By Dana H. Thomas, DS

The Directorate for Information Management and Chief Information Officer's (DS) 2004 summer intern program was a resounding success for both DS and its interns.

The interns commented on the valuable insight they gained into DIA, and expressed their appreciation for the amount of coordination required to bring a project to fruition when working in the Department of Defense. The key to their enthusiasm, however, is that they were given an opportunity to contribute to DS activities.

Senior leader involvement is crucial to the success of this directorate's intern program. Vice Deputy Director for DS Mark Greer welcomed the DS interns with a brown bag lunch at the beginning of their employment in June, and provided an overview to DIA/DS. From there, the interns were assigned to their respective offices where, during a 10-week period, they worked on various projects throughout DS, such as:

- Designing an architecture for the web intelligent search engine in a regional support center environment.
- Researching tools to be leveraged for predictive analysis.
- Developing an interpreter request system.
- Developing a shell script for sorting and archiving pictures received from the AFP photo feed.
- Backing-up web servers onto compact disks and updated hyper text mark-up language codes.

As a wrap-up to the summer intern program, and to give the DS interns an opportunity to interact with DS seniors on a more personal level, DS held its 2nd annual pizza meet-and-greet session on Aug. 4. The pizza meet-and-greet offered an opportunity for the interns to discuss their career aspirations and current job responsibilities with DS seniors and to query them about the inner workings of DS and DIA.

The interns were pleased with the willingness of DS seniors to discuss their future job opportunities. And as prospective employees, it also afforded the DS seniors an opportunity to get to know the interns—their backgrounds, experiences and training.

The interns departed DIA in mid-August and returned to their respective universities. Conditional offers of employment were made, and we hope to see the majority of them return to DS or DIA as permanent employees upon graduation.

The DS interns break for the pizza meet-and-greet. Pictured L-R: 1st row: William Chambers, Jay Spaulding and Colin O'Sullivan; 2nd row: Laura Taggart and Cal Waits; 3rd row: Nicholas Reddig, Jason Larson, Darryl Stevens, Douglas Houghton and Michael Pflueger, Deputy Director for Information Management & Chief Information Officer; 4th row: Daniel Fingal and Ian Fette. Not Pictured: Barry Goldblum and James Wood.

The Virtual Library Project

The Project Affords Immediate Information Delivery of Classified Capital, Right to your Desktop

By JoAnna P. Berry and Gloria A. Fuller, DS

The word "library" evokes a certain stereotypical image. There is the building with stone lions guarding the entrance to endless rows of shelves filled with books, periodicals, maps and any document the human intellect creates. And then there is the librarian with the watchful eye guarding those shelves and subduing anyone daring to ask a question or speak above a whisper. These obsolete images illustrate a substantial problem with the brick-and-mortar edifice and its physically restrained shelving.

Consider then DIA's classified library, which houses all the finished intelligence (FINTEL) products collected by DIA during the past 43 years. Before July 2003, one would have seen library shelves replete with 227,000 documents and 2 million microfiche dating back to1962. Entering the library today, the collection has decreased in physical space, but not in number.

The classified library has gone digital with the completion of the Virtual Library Project, whose chief goal is immediate information delivery to the user's desktop. Digitization also offers immediate and substantial disaster recovery benefits. With digital copies of the agency's finished intelligence collection stored off-site, we are insured against the loss of valuable information.

Gloria Fuller, division chief and project manager, established and planned the Virtual Library Project, thus, allowing a smooth start to the scanning and digitization effort. This substantial work effort was accomplished by a combination of agency and contractor personnel, which included a number of people who volunteered their time outside duty hours to assist in preparing documents for scanning and with posting documents on-line.

Using a high-speed scanner, each DIA FINTEL document was scanned into a 300 dots-per-inch (dpi) portable document format (PDF) image. Contractor personnel also performed a 100 percent quality control check of the page quality to guard against corrupted data. The final three-file electronic product was burned onto digital video disk (DVD), which holds 200-300 documents, and was made accessible on-line via the InfoSphere Management System.

Above – Project personnel Joann Reid-Fitzgerald, JoAnna Berry and Amber Cowell with the project's equipment: flatbed and microfiche scanners.

Left – Stacks of documents that have been scanned and digitized, waiting for transport to the archives.

The digital FINTEL collection populates 2 trillion bytes of memory and is searchable through metadata tagging. The DIA and other intelligence consumers can now access the digital FINTEL collection at their desktops. The Web Intelligence Search Engine (WISE) provides the searching gateway to millions of scanned pages and microfiche documents.

Thomas Jefferson characterized the library book not as an article of mere consumption, but rather, as an article of capital to be exploited. The Virtual Library Project allows that capital to be exploited through on-line accessibility and organization. As a result of this project's success, the word library will no longer evoke dusty shelves of books, but desktop access to 43-plus years of intellectual capital waiting to be turned into actionable intelligence that supports warfighters, defense planners, and defense and national security policy-makers.

Olympic Gold Goes to JMITC Staff

JMITC Provided Analytic Training to the Greek Military in Support of the 2004 Olympics in Athens

By Mark V. Kauppi, TE

Faculty of the Joint Military Intelligence Training Center (JMITC) traveled twice to Greece to provide analytical training to the Greek military in support of the 2004 Olympics in Athens.

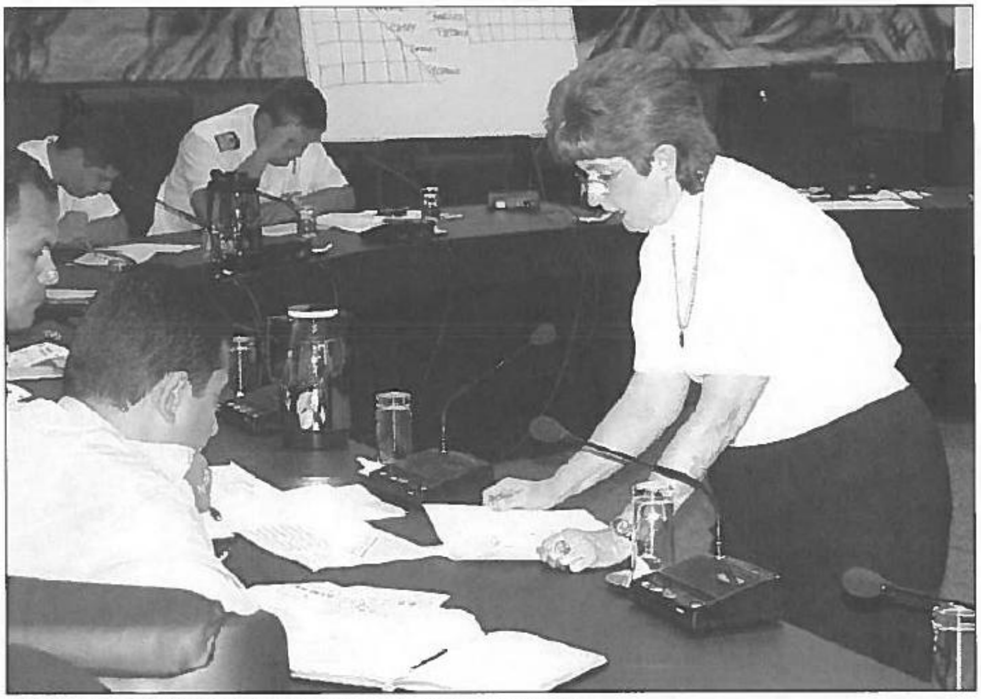
Three members of the counterterrorism training team: Michael Cannon, Ann Howard and David Sheronas instructed 127 Greek personnel during the week of July 26.

The instruction focused on the basics of intelligence analysis, analytical pointers, terrorist motivation and analytical techniques. A mobile training team also taught the same course in February to a similar audience.

In a letter to Vice Adm. L.E. Jacoby, Maj. Gen. Fragoulis Fragos, director, Hellenic National Defence General Staff (NDGS)/Military Intelligence Joint Directorate, stated "The Greek military personnel greatly benefited from the superb presentations and materials provided by the JMITC staff."

JMITC's support to the Athens Olympics continues a tradition of providing special training sessions to international events. Mobile training teams have also provided analytical training to the Atlanta, Salt Lake City and Sydney Olympics.

ATHENS 2004


Ann Howard of JMITC provides feedback on a student's link diagram.

Doing our PART in DT

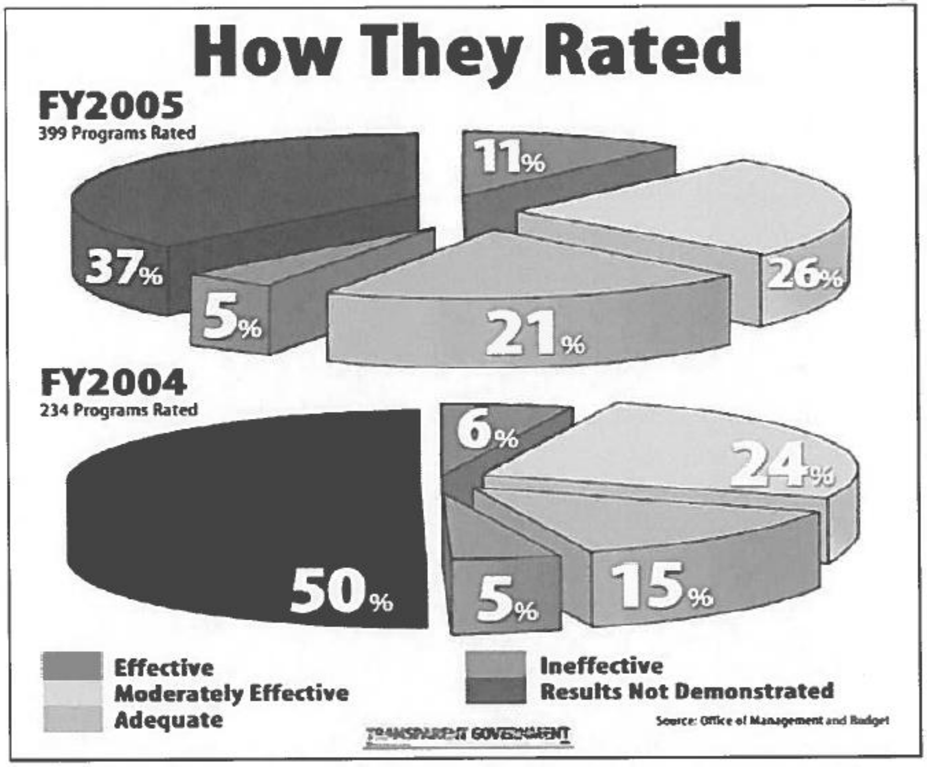
DIA Requested that OMB Evaluate DT in its Role as MASINT Manager for the IC and DoD

By Lauren T. Van Horn and Suzanne M. Heigh, DT

The Directorate for MASINT and Technical Collection (DT) was evaluated this year by the Office of Management and Budget (OMB), using a questionnaire called the Program Assessment and Rating Tool (PART). PART evaluates a program's performance in four areas: purpose and design, strategic planning, program management and program results.

DT received an overall rating of 72 percent, Moderately Effective, placing DT in the top 30 percent of the 407 programs "PARTed" since 2002 as shown in Figure 1.

Figure 1



Source: Office of Management and Budget

PART reinforces the growing emphasis within the federal government on linking planning and performance to budget decisions and improving management and accountability, as required by the Government Performance and Results Act (GPRA) of 1993 and the President's Management Agenda (PMA). According to OMB, PART results are used to inform the budget process. Figure 2 demonstrates that PART ratings do have a significant impact on an organization's budget allocation.

OMB defines the term program loosely – PART evaluations can range from a slice of a funding program or agency to an entire functional area such as an intelligence discipline, across multiple funding programs and agencies. OMB decides what organizations to PART and when, and may give little or no advance notice. More than 70 percent of federal programs have been evaluated to date, and OMB plans to PART 100 percent of federal programs by 2006. This means your organization might soon be "PARTed."

Other intelligence programs previously evaluated include the Foreign Counter Intelligence Program's Force Protection Detachment Program, the National Security Agency's (NSA) Cryptoanalysis Program and the CIA's Compensation Reform program. The National Geospatial-Intelligence Agency's imagery-based measurement and signature intelligence (MASINT) activities and a wider scope of NSA were also PARTed this year. OMB will re-evaluate DT in 2005, and will likely look at other MASINT activities and additional elements of DIA, as well as the General Defense Intelligence Program (GDIP).

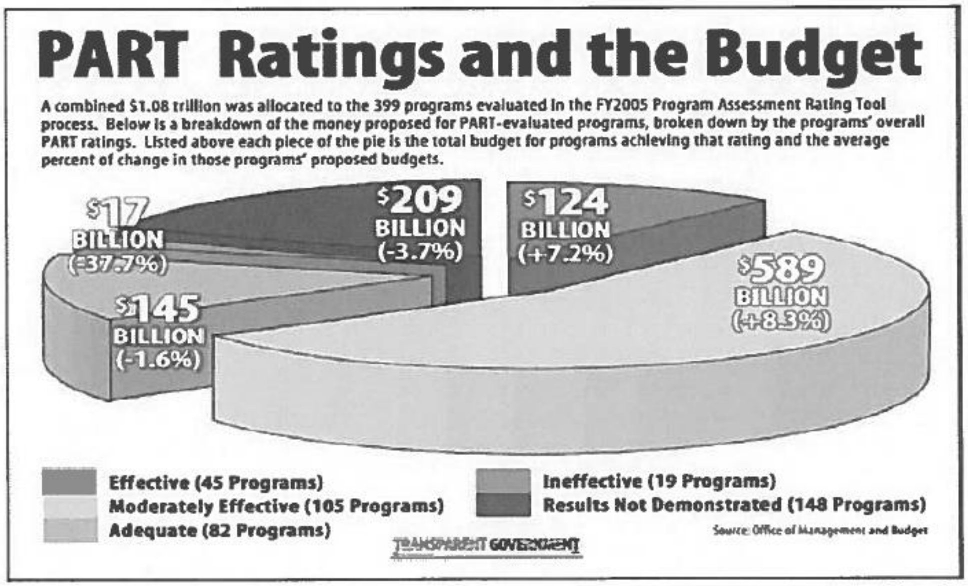
DT worked closely with other directorates and agencies to complete the PART process, particularly DIA's Financial Executive (FE) group. Since DT's financial management practices are tied to DIA as a whole, collaboration with FE favorably impacted DT's PART rating. DT is now sharing its PART experience with other DIA directorates, GDIP members and MASINT partners to help them prepare for the PART experience and apply DT's lessons learned.

Recommended PART Best Practices

- Assemble purpose and design documents.
- Write strategic plan and performance plan/operating plan in advance.
- Create a few top-level, outcome-oriented performance goals and measures with baselines, timelines and target values (and use them!)
- Assign a dedicated performance management lead supported by designated POCs from each office.
- Gain support for the PART effort from senior management and all levels of organization.
- Gather information on coordination/collaboration activities.
- Link budget to planning and performance.
- Document decision making and management processes, particularly those that increase efficiency and effectiveness.
- Document program successes and relate results to planning goals.
- Ensure independent evaluations are occurring and that resulting recommendations are taken into consideration during the planning process.

DT's advice to other organizations is to start preparing, become familiar with the PART questionnaire and read the PART guidance on OMB's Web site www.omb.gov/part. Assemble and self-evaluate your documentation, update it as needed and implement the planning and management processes recommended in OMB's Circular A-11, Part 6. Waiting for official notification that your organization is to be evaluated will be too late.

Furthermore, consider PART to be an opportunity for improvement. DT found that adopting the good planning and management processes required by PART also improved the directorate's business practices.


PART Ratings and the Budget

A combined $1.08 trillion was allocated to the 399 programs evaluated in the FY2005 Program Assessment Rating Tool process. Below is a breakdown of the money proposed for PART-evaluated programs, broken down by the programs' overall PART ratings. Listed above each piece of the pie is the total budget for programs achieving that rating and the average percent of change in those programs' proposed budgets.

$17 BILLION (-37.7%)
$209 BILLION (-3.7%)
$124 BILLION (+7.2%)
$589 BILLION (+8.3%)
$145 BILLION (-1.6%)
Effective (45 Programs)
Moderately Effective (105 Programs)
Adequate (82 Programs)
Ineffective (19 Programs)
Results Not Demonstrated (148 Programs)
TRANSPARENT GOVERNMENT

Source: Office of Management and Budget

Figure 2

Accelerating Mission Success

Fall Conference Addressed a Hot Topic: Engaging and Retaining IC Work Force

By Donna J. Abernathy, MD

What's important to employees? Why is information sharing so essential? How can organizations connect with multiple generations in today's work place?

These were some of the issues tackled by the Community Management Staff (CMS) in September when approximately 200 participants from DIA, its sister agencies and corporate America met to address work force retention and engagement in the intelligence community.

The CMS conference, titled Accelerating Mission Success, focused on issues that contribute to employee retention, such as job satisfaction and mission accomplishment. Participants also discussed recommendations for leaders, managers and employees—all important groups in the retention equation. Information sharing was one of those recommendations. Speakers from Lucent, Blue Cross/Blue Shield, Pitney Bowes and other companies stressed the importance of sharing an organization's strategic direction and goals, emerging trends and relationships that could alter the course and cultural and political realities.

Another aspect of retention involves engaging diverse generations in the work force. Presenters described four distinctive groups, including the Silent Generation (people born before 1945), Baby Boomers (1945-1964), Gen-X'ers (1964-1984) and the Millennium Generation (1984 onward).

The Silent Generation, for example, tends to be disciplined, loyal team players who work well within the system and have a huge legacy of knowledge to share. They're the ones who can help promote the importance of an organization's values.

Baby Boomers work hard, are very competitive and focus on personal accomplishment. They're comfortable in the existing culture, but they view change as painful yet inevitable.

Gen-X'ers are interested in moving to the top quickly. They want instant, continuous information and they provide decidedly direct feedback. They look for a fluid career with lots of movement. Gen-X'ers were the independent, resilient "latchkey kids," so they generally do not enjoy being closely supervised.

The Millennium Generation is described as wanting clear information quickly, preferring structure and being informal in style. Coaching is a good way to connect with them. This generation is good at multitasking, developing networks and working on teams. They generally partner well with the Silent Generation, who can provide them background information and advice.

Employees' needs, generational differences and information sharing are issues that every manager should consider as DIA examines new strategies to better support its vital mission. The Diversity Management and Equal Opportunity Office is working with CMS to schedule a seminar for DIA employees so more people may benefit from these discussions on strategies for retaining and engaging our diverse federal work force. Look for further announcements on the Internal Communications Webpage.

Which work force generation(s) do you belong to or supervise?

GENERATION	BIRTH YEARS	WORK TRAITS
Silent Generation	1945 or before	Loyal, disciplined, team spirited
Baby Boomers	1945 -1964	Hard-working, competitive, self-focused
Gen X'ers	1964 -1984	Independent, resilient, direct
Millennium Generation	From 1984	Information-hungry, attentive, structured

HEADLINES

2004 JMIC Graduation

Professor of Modern and Contemporary History Delivers 2004 JMIC Commencement Address

By Maj. Christopher G. Marshall, USA, MC

Dr. Christopher Andrew, Professor of Modern and Contemporary History at the University of Cambridge, United Kingdom, delivered the commencement address to the Joint Military Intelligence College Class of 2004 on Aug. 13 in the Tighe Auditorium.

Andrew is one of the world's leading authorities on the history of intelligence. He is chairman of the British Intelligence Study Group and founding co-editor of the journal Intelligence and National Security. Additionally, Andrew has written numerous highly acclaimed books including: "Her Majesty's Secret Service: The making of the British Intelligence Community" and "For the President's Eyes Only: Secret Intelligence and the American Presidency from Washington to Bush."

Top - Dr. Andrews delivers commencement address.

Bottom - Dr. Andrews receives his honorary doctorate from JMIC President A. Denis Clift.

Andrew's work is used extensively in the curriculum of the Joint Military Intelligence College.

Nearly 300 were in attendance for the conferring of 154 Master of Science of Strategic Intelligence degrees, 32 Bachelor of Science in Intelligence degrees and 213 Post Graduate Intelligence Program certificates. DIA Director Vice Adm. L.E. Jacoby also addressed the students. Among the notable academic achievements, three Intelligence Community Scholars received distinguished awards for their thesis work.

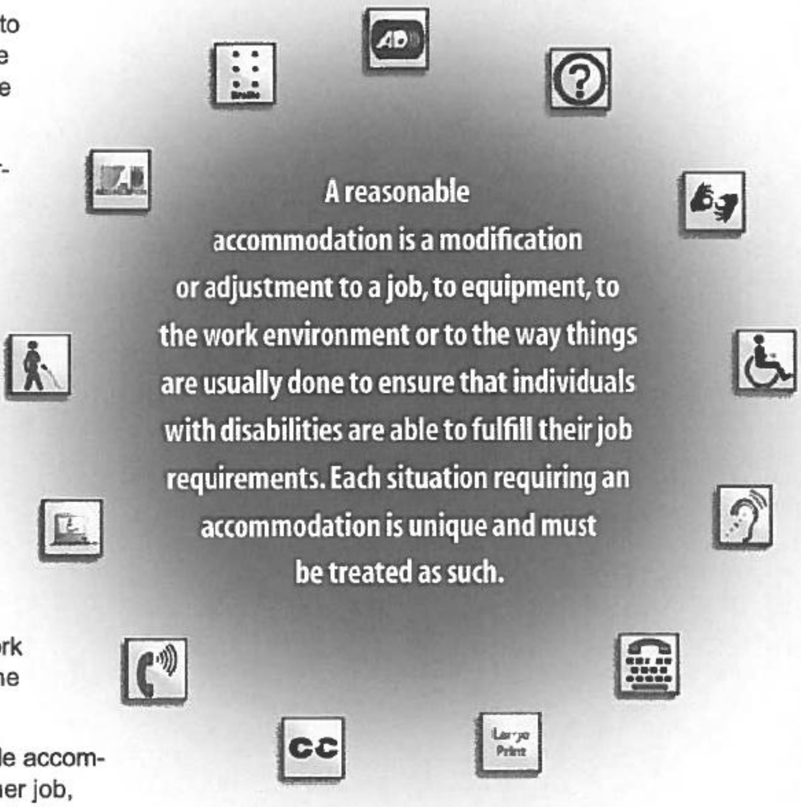
> "JMIC is well known on both sides of the Atlantic for the quality of its teaching and its research... Where JMIC leads, the old world will one day follow."
>
> -- Dr. Christopher Andrew

This year's class of 2005 continues to have the best and the brightest during a crucial time in our country's history. The Joint Military Intelligence College is a center of excellence for educating military and civilian intelligence professionals and conducting and disseminating intelligence-related research.

Technology Helps Disabled Intel Officer Excel

J2 Analyst Paula Briscoe Excels, Thanks to Technology and Reasonable Accommodations

By Samantha L. Quigley, American Forces Press Service



A reasonable accommodation is a modification or adjustment to a job, to equipment, to the work environment or to the way things are usually done to ensure that individuals with disabilities are able to fulfill their job requirements. Each situation requiring an accommodation is unique and must be treated as such.

A visually impaired DIA employee continues to excel at her work, thanks to technology and the government's willingness to provide reasonable accommodations.

Intelligence officer Paula L. Briscoe, Directorate for Intelligence Joint Staff, J2, has been on the job with the Defense Department for four years. Before that, she spent two years with the directorate of reserve affairs in the Army Surgeon General's Office.

Since she began working with DIA in 2000, she has had many awards bestowed upon her for outstanding work. It is, however, the folks in DIA's Diversity Management and Equal Opportunity Office (MD) who helped her to get where she is today, she said.

"It's a little bit unfair that I'm the one that's given an award when, in fact, it's their hard work that's made it possible for me to do my job," she said.

It's MD that has helped make the "reasonable accommodations" that Briscoe needs to succeed at her job, she said. Some were as simple as providing a desk area large enough for her guide dog, Jenny, to stretch out during the day.

On the more technological side, she uses a closed circuit TV that projects a magnified document onto a larger screen. She uses this device for writing and reading print documents. She also has a scanner hooked up to her computer that uses optical character recognition software. This is beneficial, she said, in case a document can't be obtained electronically. If that is the case, the document is fed through the scanner and optical character reader software turns the information into a text document that the screen reader, another special device, then reads to her in a human-sounding voice.

But the technology she uses most is a software package called ZoomText. It can be manipulated to magnify an entire page, a section of the page or will even magnify whatever she rolls her mouse over. It also incorporates a text-to-speech function, which will read anything that appears electronically, she said.

"I love gadgets. But more importantly, gadgets open up a whole world that was really very closed to me growing up," Briscoe said. "I wouldn't be able to do the job that I do without the technology. I would need at least one full-time assistant, possibly two, just to read through the information that I'm able to read through using the computer technology today."

Technologies aren't all that's important in helping her to do her job, though. She said DoD's computer and technology accommodations were fairly well established, but that challenges can come in people's perception and understanding.

"What you really have to overcome when you go to any new job is people's understanding of what you are and are not capable of doing," she said.

That doesn't seem to be a problem for Briscoe and Jenny. She said that everywhere she goes, people try to do little things that make her life easier.

"I think everybody sees me as one of their colleagues and goes a little extra distance to look after me and to make sure that if they want to leave me a note or message, they send it in a larger font or write it bigger."

She added that no one should assume anything of a colleague with a physical disability. Most people, she said, are very willing to explain anything they can, as long as you approach them with respect.

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Dr. Paula Briscoe, pictured with her faithful companion Jenny, uses a closed circuit TV and special software that projects a magnified document onto a larger screen.

Briscoe has been visually impaired since birth. She was a premature baby and the time spent in an incubator caused scarring to her retinas. She hasn't let her impairment slow her down, though. She has been a licensed scuba diver for 20 years and has just enough sight to really enjoy it, she said.

She earned her bachelor's degree in political science form Frostburg State University in 1989 and her doctorate from the University of St. Andrews' School of International Relations and Economics in Scotland, where she also worked as a chef in a three-star restaurant.

As an intelligence officer with DIA, she was selected for the J2 Iraq Intelligence Task Force Middle East Working Group in direct support of Operation Iraqi Freedom. In 2002, she received a Special Achievement Award for sustained superior performance, the Joint Meritorious Award and the director's annual Agency Team Award in recognition of outstanding contributions to the Noble Eagle/Enduring Freedom/Global War on Terrorism Intelligence Task Force.

In 2003, Briscoe was given a certificate of commendation for service on a regional working group supporting Operation Iraqi Freedom.

In December 2003, she was recognized, along with 16 other DoD employees, as an outstanding employee with disabilities during the 23rd annual DoD Disability Awards Ceremony and the 16th Annual Disability Forum.

DIA Analyst Receives Shaw Award

Grace Lee Berman is this Year's Recipient of the William R. Shaw Award for Analytic Excellence

By Lt. Col. Dolores M. Heib, USA, J2

Grace Lee Berman, a counterterrorism analyst in the Directorate for Intelligence Joint Staff (J2), is the 2004 recipient of the William R. Shaw Award for analytic excellence. Vice Adm. L.E. Jacoby presented the award to Berman during a Sept. 17 ceremony in the Tighe Auditorium.

Vice Adm. L.E. Jacoby, DIA director, presents the 2004 William R. Shaw Award to Grace Lee Berman.

Berman serves as the team leader for the Iraq Focus Cell, Middle East and Transnational Division in J2's Joint Intelligence Task Force for Combating Terrorism (JITF-CT). Her selection capped a year of intense focus on her subject matter, and several others for which she was the analytical lead. In accepting the award, Berman was quick to point out the selection recognized the dogged determination and commitment of her team much more than her personal achievement. She also reminded attendees of her deep respect for the other nominees and their dedication to the mission of terrorism analysis.

This award is named in honor of Dr. William R. Shaw, a former DIA senior intelligence officer who specialized in Asian counterterrorism issues. He was widely regarded as one of the intelligence community's preeminent analysts, noted for his exhaustive research, meticulous analysis and untiring dedication to the mission. Each year the award goes to the one counterterrorism analyst who, during the past year, has demonstrated sustained excellence in fulfilling the mission of counterterrorism analysis and who has practiced the rigors of true academic discipline that Shaw regularly demonstrated.

A panel of three senior DIA executives, external to JITF-CT, selected Berman from a group of twelve nominations in what was clearly the closest competition since the award's inception in 1999.

This year's nominees came from all elements within JITF-CT and represented the growth JITF-CT has undergone since 2001. Nominees also represent JITF-CT's operational focus as a number of the nominees deployed to Afghanistan or Iraq in the past two years. Nominees included: Christine S. Abizaid, William T. Conroy III, Molly K. Cunningham, Klon K. Kitchen, Pamela A. Mielnik, James V. Nardone, Nicole A. Nucelli, Phillip R. Saleh, John P. Saxe, Delice-Nicole Scotto and Christopher M. Wallace.

Congratulations to all of this year's nominees!

DIA Forum a Hit at FEW Conference

MD Hosts Yearly Career Development Forum for Women

By Jennifer R. Shoda, MD

On July 19, DIA employees attended an agency forum conducted by the Diversity Management and Equal Opportunity Office (MD) at the Federally Employed Women's (FEW) conference in Nashville, Tenn. The theme of the forum, Insights and Strategy for Building a Successful Career at DIA, reflects DIA's continued interest in women's work place issues.

The all-day forum began with presentations by MD Chief Armando Rodriguez and MD Deputy Chief Susan Sternad-Basel. Rodriguez discussed DIA's commitment to ensuring a level playing field for all its employees. He charged the audience to help DIA achieve a representative work force where women are at parity at all grade levels and in all occupations. Sternad-Basel presented information on current research, public- and private-sector best practices, DIA status and challenges, "micro-inequities" in the work place and critical next steps needed to reach DIA goals.

The presentations were followed by a panel of senior DIA women who spoke about their experiences and shared professional career advice with participants. The panelists were Sharon Houy, Denise Carter, Elizabeth Hussain, Teresa Jones and Catherine Johnston. Several panelists said that to be successful at DIA, women need to be active, have courage, take initiative and volunteer. The primary message can be summarized by one simple statement: "If it is to be, it is up to me."

Following the panel, participants broke into two groups to discuss work place issues and concerns as well as viable suggestions for solutions. For example, participants cited the lack of women in upper-level positions available to mentor new hires. In response, participants suggested a monthly brown bag series where executives could group-mentor new hires. This would be a good way to maximize limited resources, while encouraging and assisting more women to follow in their footsteps.

Another challenge reported by participants was the difficulty in balancing work and family obligations. It was suggested that DIA research programs and policies of other family-friendly government agencies. Participants noted that daycare facilities, part-time job assignments and job sharing were some of the programs available at other agencies that may be feasible at DIA. MD, in association with other DIA organizations, plans to focus on such challenges in a continuing effort to address women's work place issues.

MORE ABOUT FEW

Federally Employed Women was founded in 1969 in response to Executive Order 11375, which added sex discrimination to a list of prohibited practices, and to support full implementation of the Federal Women's Program. It's the only national organization that works to enhance career opportunities and eliminate sex discrimination for women in government. Among other activities, FEW conducts a national training conference each year. The 2005 program will be held in Reno, Nev. For more information, visit www.few.org.

FEW NATIONAL TRAINING PROGRAM 05

Forum panelists (L-R) are: Elizabeth Hussain, special assistant to Deputy Director for Intelligence, Joint Staff; Denise Carter, acting acquisition executive; Teresa Jones, deputy chief, Counterintelligence and Security Activity; Sharon Houy, DIA representative to the National Security Agency; and Catherine Johnson, senior defense intelligence expert, China, Office for China/East Asia.

IC Succession Planning Focuses on Youth, Diversity

DIA Participates in First Pre-Collegiate Intelligence Community Summer Seminar

By James N. Godwin, DI

Under the direction of CIA University, personnel from intelligence community (IC) agencies conducted the first pre-collegiate IC summer seminar in July at Livingstone College, a Historically Black College in Salisbury, N.C.

Representatives from DIA, the Central Intelligence Agency (CIA), the National Security Agency (NSA) and the National Geospatial-Intelligence Agency (NGA) participated in the two-week IC seminar and career fair, which was designed to spur the interest of minority students in intelligence careers.

Thirty rising high-school seniors—most hailing from North Carolina but also representing Georgia, New York and Ohio—participated in the seminar. They met with IC analysts, toured facilities, attended an IC career fair and participated in group exercises to learn about the role of intelligence in national security policy. On a self-discovery note, the group took the Myers-Briggs Type Indicator test to learn about personality types, and they joined in several outward bound-type challenges to strengthen team-building skills.

CIA University faculty introduced the students to open-source intelligence research and showed them how to create talking points and use briefing techniques to organize and present their ideas clearly. The rising seniors also had an opportunity to examine the Cuban Missile Crisis as a case study of the IC in action.

The Cuban Missile Crisis was the first significant crisis in DIA's history as the nation's preeminent military intelligence organization. A year after the agency was formed, it faced its first major intelligence test during the superpower confrontation that developed after Soviet missiles were discovered at bases in Cuba. Special Assistant to then DIA Director Lt. Gen. Joseph P. Carroll, USAF, briefed the country on television in February 1963 on the crisis.

IC summer seminar participants traveled from North Carolina to Washington, D.C., to continue their IC experience. They toured NSA and CIA, met with regional analysts and sampled immersion language training. The group met the director of NSA. They also met the deputy executive director of CIA who explained the stars on the CIA Memorial Wall dedicated to fallen agents, and treated the students to his new employee welcome address.

(photo by B. Dia Draper)

Participants and resident assistants blow off steam while posing for group photos.

The pre-collegiate intelligence community summer seminar is open to rising high school seniors nationwide. For more information on the program, visit the Livingstone College Website, www.livingstone.edu.

While attending a mock diplomatic reception at their hotel, the students participated in an intelligence elicitation exercise to learn about casual conversation-based collection techniques. A tour of monuments and the International Spy Museum rounded out their Washington stay.

The students returned to Livingstone College where faculty organized them into country teams, to prepare formal intelligence briefings for a mock National Security Council meeting. Intelligence staff from DIA, CIA, NSA and NGA served as mentors to help guide the students' work. To conclude the seminar, participants attended a presentation on security guidelines for employment, and an awards luncheon.

This program firmly supports IC succession planning efforts to build a knowledgeable, diverse work force of the future. Thanks to a formal agreement between the IC and Livingstone College, more youth will have an opportunity next summer to learn about U.S. intelligence career opportunities—and have some fun, as well.

on the HORIZON

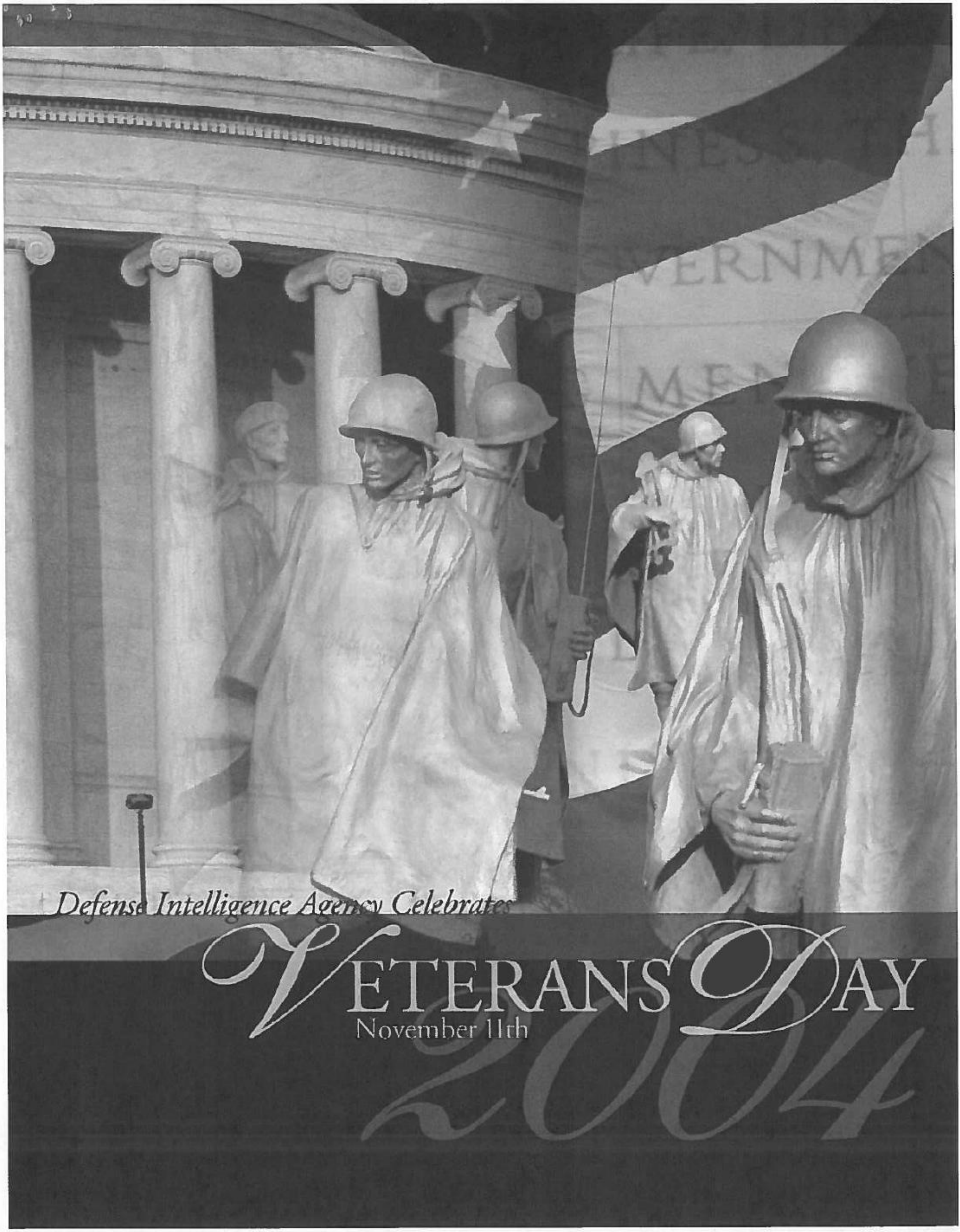
Events for December 2004

November 18 – December 21:	Toys for Tots toy drive for children in the DC area, drop off locations are designated boxes throughout the DIAC
November 19 - December 17:	Food for Thought Food Drive for Malcolm X Elementary **Drop off locations are:** **DIAC - Designated boxes** **Clarendon - Novie Drayton and Teresita Smith** **Pentagon - Crystal Fox**
November 19 – December 17:	Give a Toy, See Some Joy Toy Drive for Malcolm X Elementary and Hoffman Boston Elementary **Drop off locations are:** **DIAC- Designated boxes** **Clarendon - Novie Drayton and Teresita Smith** **Pentagon - Crystal Fox**
December 2:	CWF Linen Vendor Fair from 10 a.m. to 2 p.m. in the Tighe Auditorium
December 6:	DS Book Fair from 10 a.m. to 2 p.m. in the DIAC Lobby
December 7:	24th Annual Disability Awards Ceremony and 17th Annual Department of Defense Disability Forum from 1 p.m. to 5 p.m. located at the Hyatt Regency Hotel, Bethesda, Md.
December 8:	AE hosts "A Taste of CFC" from 11 a.m. to 1 p.m. in the DIAC Lobby
December 14:	DAH hosts Let Your Taste Buds Travel to the Caribbean from 11 a.m. to 1 p.m. in the DIAC Lobby
December 15:	Warming Up for the Holidays Hot Chocolate from 10 a.m. to 2 p.m. in the Clarendon Lobby
December 17:	2004 DIA-CWF Annual Holiday Party from 10 a.m. to 2 p.m. at the Navy Reserve Center, Anacostia, Bldg. 351
December 21:	CWF Last Chance Vendor Fair from 10 a.m. to 2 p.m. in the Tighe Auditorium

For further information or updates concerning these events, please refer to the internal communications web site.

On This Day in HISTORY

1 November 1985: Vitaly Yurchenko defected back to the Soviets
3 November 1971: Defense Secretary Melvin R. Laird established the Assistant Secretary of Defense (Intelligence)
4 November 1979: Iranian militants seized U.S. embassy in Tehran and took the staff hostage
5 November 1971: U.S. Intelligence Board (USIB) reconstituted under the chairmanship of the Director of Central Intelligence
6 November 1970: U.S. launched the first TRW Defense Support Program satellite
7 November 1805: Capts. Merriwether Lewis and William Clark reached the Pacific Ocean and completed intelligence mission
9 November 1989: Fall of the Berlin Wall began when authorities opened crossing points
11 November: Veteran's Day
11 November 1918: World War I ended with the signing of an armistice
14 November 1979: President Jimmy Carter froze Iranian assets following the seizure of the embassy in Tehran
15 November 1979: Sir Anthony Blunt exposed as a former Soviet spy of the "Cambridge Spy Ring"
17 November 1800: U.S. Congress met for the first time in the new capital Washington, D.C.
18 November 1991: Lt. Gen. James Clapper became 10th DIA director
20 November 1962: President John Kennedy lifted the blockade of Cuba
21 November 1970: U.S. forces raided the empty Son Tay POW camp in Vietnam
22 November 1963: President John Kennedy assassinated in Dallas
23 November 1985: Terrorists hijacked an Egyptian airliner, killing one American
24 November: Thanksgiving Day
24 November 1954: President Dwight Eisenhower approved the development of the U-2 aircraft
25 November 1950: Chinese communist forces attacked United Nations troops in North Korea
29 November 1775: Continental Congress established the Secret Correspondence Committee for operations in Europe
30 November 1962: DIA established Directorate for Mapping, Charting and Geodesy



Defense Intelligence Agency Celebrates

VETERANS DAY

November 11th

2004